

OFFICE OF JOINT COMPUTER SUPPORT

25X1A

PERSONNEL

INSTRUCTION [REDACTED]
6 November 1975

OJCS COMPETITIVE EVALUATION SYSTEM
FOR MEMBERS OF THE MZ CAREER SUB-GROUP

25X1A

RESCISSION: OJCS Notice [REDACTED] dated 1 July 1975

1. Purpose

This Instruction defines the OJCS policies and procedures for the competitive evaluation of personnel in the MZ Career Sub-Group.

2. Background

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Headquarters Regulation [REDACTED] requires that Career Sub-Groups design "systems for evaluating the relative capabilities and potential of employees to facilitate decisions involving their utilization, promotion, and retention."

3. Policy

a. All MZ Career Sub-Group personnel (professional and technical) are ranked annually within their respective grade levels, including those in non-OJCS Offices, on leave without pay, on extended training, military leave, or serving overseas. Professional personnel are ranked separately from technical personnel. Competitive evaluation is part of the personnel management cycle; it follows the Fitness Report and precedes promotion consideration. Refer to Attachment D for schedule by grade. The MZ Senior Panel competitively evaluates professional personnel in grades GS-14 and GS-15. Division Career Panels competitively evaluate all professional and technical personnel through GS-13 assigned to, or on rotation or leave from, their respective Divisions. The MZ Career Board then competitively evaluates, by grade, professional and technical employees in grades GS-08 through GS-13.

b. Clerical personnel may be evaluated for the purpose of promotions at any time a Career Panel considers it appropriate. Although a formal competitive evaluation is not required for these personnel, the basic principle of competitive evaluation is followed in selecting them for promotion.

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c. Rankings are used to assist Career Panels and the MZ Career Board in making recommendations concerning promotions and assignments, and in identifying employees for counseling or other Career Service attention.

d. Details on competitive evaluation are not included in official Agency records.

e. An OJCS employee may request from his Division or Staff Chief, or Chief, Administrative Staff, his position in the ranking of his grade group. The ranking is expressed as follows:

Highest Potential (HP) Employees whose experience, qualifications and excellent performance in assignments and training indicate that they have the highest Potential for advancement. Career actions should utilize and further develop this potential.

May Develop High Potential (MD) Employees whose qualifications and performance clearly are above average and who give indication that they later may demonstrate high potential for greater responsibility. Career actions (assignment, training, experience on the job) should enhance their skills and develop this potential.

Valuable Contribution (VC) Employees whose performance is good and who generally are realizing their potential. This category includes some employees who may be capable of performing at a higher level of responsibility and some who may not. Among those who may not are employees who are making a vital contribution to the functioning of their office (above average or satisfactory performance) and would continue to do so either in their present or a rotational assignment. Career management for employees in this grouping should provide sufficient opportunities for work satisfaction, improvement of skills, and personal growth at current levels of responsibility so that those who may have future potential have an opportunity to demonstrate it.

Limited Potential (LP) Employees whose overall performance is adequate but who have some characteristic affecting knowledge or performance such that their potential is judged to be limited. Their career planning and counseling should consider whether there

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are measures which reasonably can be taken to assist them in overcoming such deficiencies, whether their talents can be utilized better in some other function or office, or whether they should be encouraged to seek career opportunities elsewhere.

Substandard (SS) Employees whose performance and potential are substandard in comparison with others of the same grade and occupational category. Employees in this grouping are subject to downgrading or separation under the procedures specified by Agency regulations and the Career Service. In a surplus situation, employees so evaluated would have low priority for retention.

f. An employee who is ranked Substandard due to marginal or unsatisfactory performance is notified by his Division or Staff Chief within two weeks and a record is made of that notification, except when the Head of the OJCS Career Sub-Group accepts a contrary recommendation. The notification of ranking is to provide those so listed with an opportunity to seek counseling, to improve their performance, or to seek a new assignment.

4. Objectives

- a. Determine the relative capabilities and potential of career officers.
- b. Identify officers who merit advancement or commendation.
- c. Identify officers who require other Board action, e.g., counseling, training, reassignment, demotion or separation.
- d. Identify officers with executive potential.

5. Working Precepts

- a. The Official Personnel Folder is used as an important source of information for Panel or Board consideration, supplemented by any other information a Panel or Board member considers relevant.
- b. Emphasis is placed upon the careerist's ability to assume increased responsibilities and to apply newly developed or acquired technical and managerial skills.
- c. Emphasis is placed on the careerist's demonstrated willingness to acquire and update his technical knowledge and skills, as evidenced by his interest in assignments and educational opportunities which enhance such knowledge and skills.

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d. Emphasis is placed on the careerist's ability to perform effectively at a higher grade, and on his executive potential.

6. Ranking Instructions

a. Each section of Attachment C, Ranking Worksheet, identifies a specific dimension of the careerist as defined in Attachment A, Attribute Definitions. Although careerists hopefully share common attributes and talents, there are perceptible differences in the skills, performance and potential of individual careerists, and the weighting factors used in Attachment B, Division Ranking Weighting Factors, to determine the net scores, may differ in each Panel.

b. Each Panel or Board member completes a worksheet (Attachment C) on each careerist within his component. He produces an ordering of the totals derived from the worksheet. Using this ranking paper and the worksheets as reference documents, he synthesizes this data and other factors into a final ordinal ranking by grade to be submitted to his Panel or Board. Panels as a whole reach a consensus on a final ranking of the careerists assigned to them. Panel members may request a review of the ranking worksheets on individuals to aid in reaching the final consensus.

c. The final Office-wide ranking for grades GS-08 through GS-13 is arrived at by consensus of the MZ Board, using rankings supplied by Division Career Panels, ranking worksheets, personnel folders, discussion among the members, and other sources of pertinent information.

d. As a final step, the MZ Board ranks employees, within each grade, into one of the designated groups by dividing the ordinal ranking into five groups. No quota system is used. The number or percentage of employees in each group may vary from grade to grade and from one ranking exercise to the next.

e. Ranking Worksheets, Summary Worksheets, and other working papers used in arriving at a final ranking are destroyed when final rankings are achieved. Rankings from previous cycles are also treated as perishable data and destroyed when replaced by new rankings. All of this data is treated as "personnel confidential" and is restricted to those with a need for this data in the performance of their duties. Unauthorized disclosures or

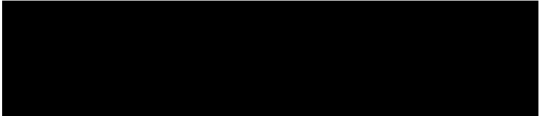
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unauthorized files of data are subject to the penalties
of the Privacy Act of 1974.

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Director of Joint Computer Support

ATTACHMENTS: A. Attribute Definitions
 B. Division Ranking Weighting Factors
 C. Ranking Worksheet
 D. Schedule for Ranking Each Grade

DISTRUBITON: All OJCS Employees

RETENTION : Permanent

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ATTACHMENT A

ATTRIBUTE DEFINITIONSA. Performance

- | | |
|------------------|---|
| 1. Creativity | The degree to which an individual identifies, develops, and articulates innovative alternatives and solutions to problems. |
| 2. Initiative | The degree to which an individual undertakes action on his own or actively seeks additional tasks or problems for solution. |
| 3. Judgment | The degree to which an individual is able to make sound recommendations or effective decisions. |
| 4. Productivity | The degree to which an individual completes assignment with minimal supervision and within environmental constraints (time, information, etc.). |
| 5. Reliability | The degree to which an individual can consistently be expected to produce high quality work. |
| 6. Self-reliance | The degree to which an individual relies on his own confidence, efforts or powers to accomplish a given task, i.e., his ability to operate successfully on his own. |
| 7. Versatility | The degree to which an individual displays a willingness to accept and the ability to perform competently in a variety of assignments. |
| 8. Integrity | The degree to which an individual is willing to take the personal risk of expressing independent opinions and maintaining his position in the face of opposition. |

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9. Discretion

The degree to which an individual evidences the ability to act prudently within the operating environment.

B. Skills and Experience

1. Conceptual

The degree to which an individual can identify the significance of a given situation or problem, develop alternatives and recommend a reasonable course of action.

2. Experience

The degree to which an individual has successfully performed in depth in a wide range of jobs.

3. Interpersonal

The degree to which an individual successfully relates and works with subordinates, peers, supervisors and counterparts in other organizations.

4. Leadership

The degree to which an individual influences or motivates others in the successful achievement of tasks or activities.

5. Managerial

The degree to which an individual is able to organize and direct an activity or task to its completion.

6. Self-expression

The degree to which an individual can effectively express himself orally and in writing.

7. Technical

The degree to which an individual has mastered and keeps abreast of the substantive area(s) within which he works.

C. Demonstrated Evidence of Potential

1. Advancement

Does the individual's past year of performance indicate that he has no apparent prospect for promotion; has limited potential for further advancement; or is ready for promotion and has demonstrated potential for success at higher levels of responsibility?

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2. Executive

The degree to which an individual can be expected to mature and develop the variety of skills needed at the highest levels of the Service.

3. Self-improvement

The degree to which an individual seeks to enhance his skills and ultimate value to the Agency, e.g., formal training (including training during regular hours or during non-duty hours and sponsored by the Agency or at the employee's personal expense), attendance at professional conferences, etc.

Division Ranking Weighting Factors

GS	Performance			Skills and Experience			Potential		
	W	#	WF	W	#	WF	W	#	WF
1-5		9			7			3	
6-9		9			7			3	
10-11		9			7			3	
12		9			7			3	
13		9			7			3	
14		9			7			3	

$$\text{WF (Weighting Factor)} = \frac{\text{W (Weight)}}{\text{\# (Number of Attributes)}}$$

Procedure

1. As a first step the Division (Career Board) should analyze the attributes and their definitions. Then give a W (weight) for the 3 attribute categories (Performance, Skills and Experience, and Potential) for the various GS grades. Then compute the WF (weighting factors) for the GS grades.
2. A ranking worksheet should be completed on each employee using the computed weighting factors.
3. The final products are lists of Division members ranked within grade. It is not obligatory that final rankings coincide with the rankings of the computed scores.

RANKING WORKSHEET

NAME _____ DIV _____ GRADE _____ DATE _____

A. PERFORMANCE

- 0 - Performance is below the minimum expected
 1 - Performance meets minimum expected
 2 - Performance meets more than the minimum expected
 3 - Performance is matched only by a few
 4 - Performance is of singular excellence

1. Creativity	0 1 2 3 4	Total x WF = Sub-score
2. Initiative	0 1 2 3 4	
3. Judgment	0 1 2 3 4	
4. Productivity	0 1 2 3 4	
5. Reliability	0 1 2 3 4	
6. Self-reliance	0 1 2 3 4	
7. Versatility	0 1 2 3 4	
8. Integrity	0 1 2 3 4	
9. Discretion	0 1 2 3 4	

B. SKILLS AND EXPERIENCE

- 0 - Displays no degree
 1 - Displays little degree
 2 - Displays a minimum degree
 3 - Displays a high degree
 4 - Displays a highly unique degree

1. Conceptual	0 1 2 3 4	Total x WF = Sub-score
2. Experience	0 1 2 3 4	
3. Interpersonal	0 1 2 3 4	
4. Leadership	0 1 2 3 4	
5. Managerial	0 1 2 3 4	
6. Self-expression	0 1 2 3 4	
7. Technical	0 1 2 3 4	

C. POTENTIAL

1. Advancement (see definition)	0 1 2 3 4	Total x WF = Sub-score
2. Executive (see B, above)	0 1 2 3 4	
3. Self-improvement (see B, above)	0 1 2 3 4	

Overall score _____

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ATTACHMENT D

SCHEDULE FOR RANKING EACH GRADE

<u>Grade</u>	<u>Ranking Period</u>
GS-14	May
GS-13	February
GS-12	March
GS-11	November
GS-10	December
GS-09	January
GS-08	August
GS-07	September
GS-06	October

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